

GENERAL ORDERS



NO. 00

HEADQUARTERS  
DEPARTMENT OF THE ARMY  
WASHINGTON, DC, 9 March 2007

## MANAGING THE HEADQUARTERS, DEPARTMENT OF THE ARMY

### 1. Preamble.

We exist to defend the Nation and to serve the American people. Our capabilities protect vital national interests and fulfill other missions as required. Our mission is enduring: to provide necessary forces and capabilities to support the Nations' Security and Defense Strategies. We organize, train, and equip Soldiers for the joint team to conduct prompt, sustained land combat and stability operations.

To achieve this broad statement of purpose, we will be a professionally led, values driven and well managed organization. We will set goals, measure our performance, continuously improve, and hold ourselves accountable, while remaining connected to those we serve. We will be responsive in the execution of our mission and forward looking, practical, and mindful of fiscal responsibilities in planning for future challenges in a dynamic global security environment.

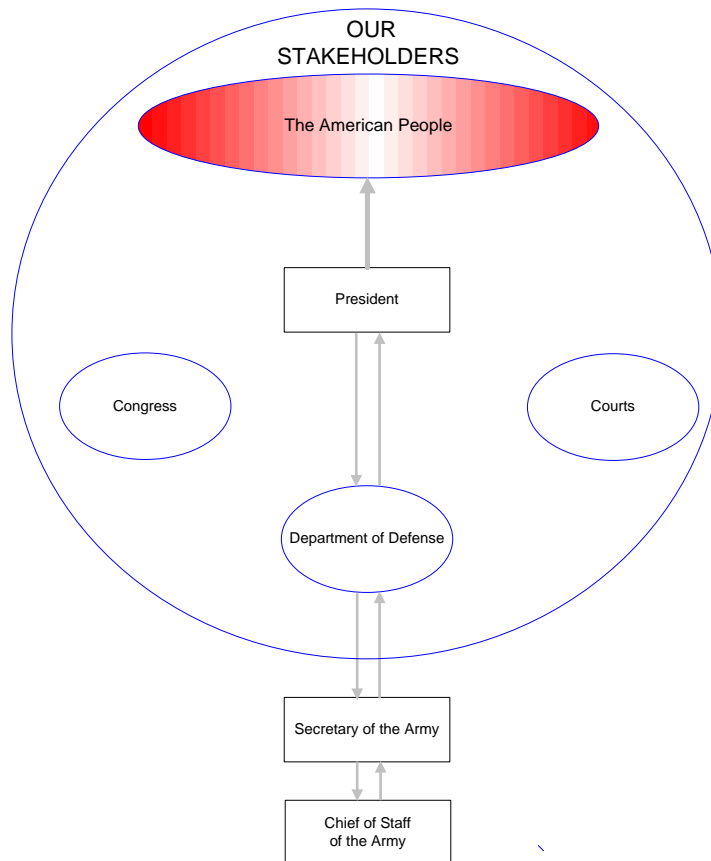


Figure 1. Our Stakeholders

## 2. Enduring Management Principles - We Will:

### a. **Leadership.**

- (1) Train, educate, and develop our Soldiers and civilians as a top priority.
- (2) Produce competent leaders to run all facets of the enterprise, from generating the force to warfighting.
- (3) Inform the Nation's stakeholders on the capabilities and limitations of the Army.

### b. **People.** Man the force (consisting of our active and reserve components) with Soldiers and civilians of the highest quality people the Nation has to offer.

### c. **Organizations.**

- (1) Build organizations that effectively and efficiently execute the missions assigned to the Army.
- (2) Build organizations that are capable of anticipating and responding to the challenges inherent to a dynamic global security environment.

### d. **Equipment and Sustainment.**

- (1) Equip the force and maintain levels of readiness to ensure mission accomplishment.
- (2) Develop optimal acquisition approaches that produce "best value" in procuring materiel and services.
- (3) Sustain and enhance the environment and infrastructure of the military community.

### e. **Resources.**

- (1) Resource the force – in the program and in the budget – to ensure mission accomplishment.
- (2) Be responsible stewards of all human, financial, and information resources.

## 3. Operating Tenets – We Will:

- a. Create and maintain a culture that reinforces performance, continuous improvement, accountability, team work, ethical behavior, and strict adherence to Army Values.
- b. Set goals, measure Army-wide performance and continuously assess progress.
- c. Professionally develop our people to enable them to properly discharge their duties.
- d. Align commands and organizations to effectively and efficiently achieve Army goals.
- e. Assign clear points of contact for major enduring organizational functions and Joint matters.
- f. Care for the environment in a manner that will enable current and future mission accomplishment.
- g. Maintain and upgrade the infrastructure of our garrisons.
- h. Promote effectiveness and achieve continuity of effort by leveraging "knowledge management" of policy, doctrine, testimony, regulations, and other information.

- i. Enforce standards in preparing and communicating staff products.
- j. Ensure the Army is supported by the American People, the President, Congress, and the Department of Defense.
- k. Be transparent in what we do.
- l. Operate jointly with the other service branches and the Department of Defense.

#### 4. **Core Beliefs.**

##### a. **Leadership.**

- (1) Educated and trained in the profession of arms, tactically and technically proficient across the full spectrum, to include Joint duties.
- (2) Our leaders are adaptive and will always take the initiative.
- (3) Our leaders are accountable for their actions and the actions of their organization.

##### b. **People.**

- (1) *Soldiers.* The centerpiece of the force. The best trained tactically and technically proficient warfighters and supporters.
- (2) *Civilians.* Are essential to the Army. They must be multi-skilled, educated and trained to support the Army across the full spectrum of operations. Their careers will be appropriately managed to ensure developmental opportunities.
- (3) *Families.* Recognized as a vital extension of the Soldier. The Army will provide for their well being and quality of life.

##### c. **Organization.**

- (1) Designed around the work.
- (2) Clearly defined roles (Accountabilities & Authorities).
- (3) Radically simplified, web-enabled flexible processes.
- (4) Adaptive, dynamic structure – each layer adding value.
- (5) Responsive, richly connected systems.

##### d. **Equipment and Sustainment.**

- (1) *Technology (R&D).* The Army will continually evaluate new technology from all sectors, both private and government, to insure that our capabilities remain unmatched.
- (2) *Modernizing.* We will always provide our Soldiers with the most effective equipment to execute their missions.

- (3) *Maintaining.* We are always ready. We will efficiently maintain our equipment at the readiness level that missions may require.
- (4) *Sustaining.* We will provide support to maintain readiness. We will enable the Army to meet its global commitments.

e. **Resources.**

- (1) *Effective Use.* The Nation will not supply unlimited resources. The Army will manage its resources as effectively as possible to achieve the best balance among competing priorities. Army leadership will optimally allocate all available resources.
- (2) *Controls.* Army leadership will maintain controls and metrics to manage all critical processes.
- (3) *Execution.* Army leadership will execute its allocated budget and will be accountable for execution shortfalls.
- (4) *Discipline.* Army leadership will exercise fiscal discipline.

5. **Pledge to the Nation.**

- a. We always and without exception will exercise zero tolerance toward any real or perceived unethical conduct by our Soldiers, leaders, civilians, and contractors.
- b. We always and without exception will remain relevant to the Nation as an organization, as warfighters, and as warfighter-supporters.
- c. We always and without exception will be committed, accountable, and responsible in executing our Nation's military strategy.
- d. We always and without exception will manage the Nation's limited resources as effectively as possible to achieve the best balance among competing priorities.
- e. We always and without exception will be adaptable, agile, and viable in facing a dynamic global environment.
- f. We always and without exception will be accountable and measure all that we do.
- g. We always and without exception will be ready to protect the security of our Nation.
- h. We always and without exception will guide our behavior by the Army Values.

6. **Construct for a Properly Designed and Well-Managed Organization.**

To accomplish the mission of the Army, as prescribed by the doctrine of General Orders 00 (GO 00), Headquarters, Department of Army (HQDA) must build and maintain a properly designed and well-managed organization. A construct for achieving this goal by defining the value-adding work of the HQDA is in Figure 2.

## THE ARMY'S PRIMARY VALUE - ADDING WORK BY LEVEL

Functions		Critical Tasks	
S T R A T E G I C	Level VIII (SA & CSA)		T H E  E N T E R P R I S E
	<div>&gt; Sets the Direction of the Whole Enterprise, and</div> <div>&gt; Assigns Major Areas of Accountability to Each Direct Subordinate</div>		
	Level VII (USA; VCSA; ASA; GEN)		
	<div>&gt; External Affairs</div> <div>&gt; Policy Application</div> <div>&gt; Governance</div> <div>&gt; Resourcing</div> <div>&gt; Continuous Alignment</div>	<div>&gt; Set Vision: Structure, Systems and Processes</div> <div>&gt; Define Mission</div> <div>&gt; Establish Values</div> <div>&gt; Create Culture</div> <div>&gt; Formulate Enterprise Projects</div> <div>&gt; Initiate Change</div>	
	Level VI (PDASA; SES-4; LTG)		
<div>&gt; Policy Formulation</div> <div>&gt; Strategy Development</div> <div>&gt; Program Analysis &amp; Integration</div> <div>&gt; Best Business Practices (Networking)</div> <div>&gt; (Command Direct Reporting Units)</div>	<div>&gt; Maintain Global Awareness (Political, Environmental, Social, Technical, Informational)</div> <div>&gt; Manage Portfolio(s)</div> <div>&gt; Allocate Resources</div> <div>&gt; Design: Structure, Systems, and Processes</div>		
O P E R A T I O N A L	Level V (SES-5; MG)		
	<div>&gt; Strategy Implementation</div> <div>&gt; Identify Customer Needs</div> <div>&gt; Business Plan &amp; Program Development</div> <div>&gt; Implement Continuous Improvement</div>	<div>&gt; Manage Operational Unit(s)</div> <div>&gt; Manage Resources</div> <div>&gt; Integrate Cross-functions</div> <div>&gt; Create Supportive Climate</div> <div>&gt; Formulate Operational Unit Projects</div>	
	Level IV (SES-6; GS-15; BG/Colonels)		
<div>&gt; Program Execution</div> <div>&gt; Meet Customer Needs</div> <div>&gt; Implement Continuous Improvement</div> <div>&gt; Manage Resources</div>	<div>&gt; Manage people, processes, activities, and resources to achieve goals &amp; objectives</div> <div>&gt; Integrate Functions</div> <div>&gt; Measure Customer Satisfaction</div>		
T A C T I C A L	Level III, II, and I		
	<div>&gt; Produce Direct Outputs</div> <div>&gt; Interact with Customers</div> <div>&gt; Manage to Budget</div> <div>&gt; Implement Continuous Improvement</div>	<div>&gt; Increase Productivity</div> <div>&gt; Measure Customer Satisfaction</div> <div>&gt; Eliminate waste</div> <div>&gt; Apply Lean Principles</div> <div>&gt; Ensure Quality</div>	
Functions		Critical Tasks	

Figure 2. Primary Value-Adding Work of the Headquarters of the Army

## 7. Explanatory Note to Figure 2.

An enduring principle of GO 00 is a cost-effective and efficient organizational structure for the purpose of executing the Army mission. Figure 2 is constructed based on the principles of a properly designed and well-managed organization. These principles have been tested and refined in the crucible of war-fighting for over 1,000 years. As shown in Figure 2, a properly designed organization defines seven “Levels of Work” or an eight level for a large-scale enterprise such as the U.S. Army. The number of levels and the work at each level must be determined by the mission of the organization.

### a. Levels of Value-Adding Work.

- (1) The top level (Level VIII) sets the direction for the total enterprise and assigns major areas of accountability to each direct subordinate. The other most senior levels (Levels VII and VI) set the vision and mission of the major components of the organization and, therefore, involve work with long time horizons (15 years or more). These are the strategic levels in an organization. Fulfilling the Army vision of “relevant and ready Landpower in service to the Nation” and the mission “to provide necessary forces and capabilities ...” requires work (e.g., resource decisions, programs, change, organizational alignment, etc.) by Level VII and Level VI leaders that impact the Nation’s defense for the next 15 years and beyond.
- (2) The operational levels (Level V and IV) have traditionally provided the leadership of Divisions and Brigades. The outputs of Level V and Level IV equal those of strategic business units found in large scale enterprises. These two levels transform the strategic vision of Level VII leaders into a 3 to 6 year framework within which work gets done at the tactical levels.
- (3) The lower levels (Levels III, II, I) produce the direct outputs (products and services) of the organization. Time horizons at these levels are much shorter – 1 year or less. Several product/service examples: the output of a depot is a recapped piece of equipment (product); the output of an Army Training and Document Command training center is a Soldier ready for warfighting; and the output of an Army installation daycare center is childcare (service).
- (4) The left side of Figure 2 shows the nature of value adding functions undertaken at higher levels in a properly designed organization. The right column shows the critical tasks performed at each level in the organization. Finally, the right side of Figure 2 emphasizes the importance of an enterprise perspective. The tactical level produces direct outputs, i.e., the products and services consumed by the customer. The output of a service school is a trained Soldier. The output of a small unit combat team is occupied and controlled territory. In a command situation, the direction of work flow and its outputs at operating commands are directed down to lower levels because this is where the organization’s “production” of the direct outputs occurs.
- (5) By contrast, in HQDA at Levels VI and VII the work fundamentally changes. Individuals doing their work at these levels produce outputs (services or products), but their outputs, and therefore, their work is directed to supporting a more senior Principal. The work at Level VI supports the outputs of Level VII. For example, the work of the Deputy Chief of Staff, G-4 supports the resourcing mission of the Assistant Secretary for Acquisition, Logistics, and Technology at Level VII. The outputs might be data analyses (services) or reports (products). The G-4 at Level VI may also prescribe tasks to Level V directorates that have been established to assist the Level VI Principal in carrying-out his or her work. The Level V output in this case might be drafts of specifications, directives, or programs.
- (6) For a properly designed and well-run organization to successfully execute its mission, work at all levels must produce value-adding output. In reality, not all output is value-adding; the value-

adding nature of work is determined by whether and by how much the work output is valued by the customer. Even if the customer values an organization's product or service, the cost of producing the output may be so high that it is not valued by the customer. This occurs when a support and/or production process is so inefficient that the cost of a product or service outweighs its benefits. An example at the production level of the Army is when the cost of recapping a HMMWV by a depot is higher than buying a new HMMWV or outsourcing the recap process. An example at the strategic level of the Army is when a Deputy Chief of Staff (Level VI) issues a data call from lower levels for a report for the Vice Chief of Staff (Level VII), and the report is not used by the Vice or his/her staff.

**b. Level VII Value-Adding Work Defined.**

(1) External Affairs.

- i. Government Relations, Media Relations and Strategic Communications.
- ii. Communicating with (i.e., offering information, answering questions, receiving/soliciting feedback) Army stakeholders: Department of Defense; Administrative, Legislative, and Judicial branches of government; and the American People.
- iii. Promoting and enhancing the Army to outside organizations or individuals for the benefit of the Army and its stakeholders.
- iv. Any activity outside the enterprise itself.

(2) Policy Application. Encompasses these steps in the Policy process:

- i. Context Assessment.
- ii. Requirement Determination (New or revised policy).
- iii. Approval.
- iv. Verification.

(3) Governance.

- i. The direction and control of the Army within the Department of Defense.
- ii. Specifying the distribution of accountabilities, authorities, and working relationships among different Principals and agencies.
- iii. Spelling out the rules and procedures for making decisions on the Army's activities.
- iv. Ensuring fairness, transparency and accountability in the Army.

(4) Resourcing.

- i. Acquiring and providing the material, financial, or human resources required for a task.
- ii. Prioritizing and/or allocating funds, people, and material within the Army.

- (5) Continuous Alignment.
  - i. Agreement or cooperation among Principals and Agencies regarding value-adding outputs, work-flows, and working relationships.
  - ii. Unifying Agencies and its attendant functions around the strategy for accomplishing the existing and changing mission of the Army.

**c. Level VI Value-Adding Work Defined.**

- (1) Policy Formulation.
  - i. Integrating context.
  - ii. Assessing the degree of difficulty and the impact in installing the policy.
  - iii. Identifying strategic alternatives.
  - iv. Identifying illustrative programs.
  - v. Defining skills and requirements for executing programs.
- (2) Strategy Development.
  - i. Gaining context from Level VII, including resources and timing of results.
  - ii. Identifying alternatives in light of required resources and constraints.
  - iii. Laying out time-lines for alternatives.
- (3) Program Analysis.
  - i. Analyzing the impact of strategy on programs.
  - ii. Evaluating the impact of one program on other programs.
  - iii. Evaluating how a program is being executed every six to twelve month.
  - iv. Evaluating whether a program is achieving its underlying strategy and, if it not making mid-course corrections to the program.
  - v. Questioning whether the Army is receiving the outputs anticipated from a program,
  - vi. Integrating cross-functional programs.
- (4) Best Business Practices (Networking).
  - i. Embodies a philosophy based on a desire to determine ideal ways to perform a standard business practice.
  - ii. Identifying organizations that are best in class in terms of their structure or management; and then studying and adopting their business practices.
  - iii. The practice of:
    - 1. obtaining key performance measures from top performing organizations,
    - 2. adopting those performance measures in the Army, and
    - 3. setting “reach” goals in terms of those measures.



## (5) Commanding Direct Reporting Units.

- i. Prescribing tasks to subordinate agencies and individuals.
- ii. Assigning direct outputs to lower levels in the Direct Reporting Unit organization.

## 8. Executing General Order 00.

General Order 00 (GO 00) is an enterprise construct to ensure that all levels of the HQDA are properly designed and well managed. GO 00 will be the foundation of the update to GO 3, dated 9 July 2002.


Unlike GO 00, which is permanent and enduring management doctrine for the non-warfighting support Army, the revised GO 3 upon its completion will be a living document in which each HQDA Agency and Principal defines their value-adding outputs, work-flows, authorities, accountabilities, and working relationships with other Agencies and Principals in HQDA and the Army. As the Army's mission changes with the demands of our Nation's security and defense, so also will the revised GO 3 change and adapt to the requirements of the Army and the Department of Defense.

The revised GO 3 will create the process, format, and content to execute GO 00. The revised GO 3 will:

- a. Clarify the outputs, work-flows, organizational structure, authorities, accountabilities, and working relationships of each agency in the HQDA,
- b. Establish a common language for communication among HQDA Principals and their staff,
- c. Establish a management structure grounded in proven organization principles – principles that will drive efficient operations among and within HQDA agencies and lead to HQDA being recognized as a properly designed and well-managed organization.

GO 00 and the revised GO 3 together will result in HQDA achieving its goal: *to build for our stakeholders (the American People, the President, and Congress) a properly designed and well-managed organization to which all of us can point with pride and honor.*

[DUSA]



Francis J. Harvey  
Secretary of the Army

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